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Regional Strategy on Housing and Infrastructure

Engagement session

Minutes

November 27-29, 2018

**Le Bonne Entente Hotel
Sainte-Foy, Quebec City**

Engagement session

Regional Strategy on Housing and Infrastructure

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Le Bonne Entente Hotel
Sainte-Foy, Quebec City**

(List of participants available in Appendix 1).

Tuesday, November 27, 2018

MEETING BEGAN AT 8:30 A.M.

Luc Lainé, from Wendake, welcomed everyone and introduced the “young Elder”, Jean-Pierre Petiquay, from Wemotaci, to do the opening prayer.

OPENING PRAYER

Mr. Petiquay mentioned that he is happy to be a “young Elder”, and invited the participants to take a moment to reflect. Meanwhile, he talked about the importance of looking to the past in order to know where we are heading. As well, deciding if we are ready to go in that direction. He wished everyone a good meeting.

INTRODUCTORY REMARKS

Luc Lainé welcomed everyone from the communities, governments, as well as housing organizations. He invited participants to review the agenda which focused on the three main components of the strategy, which are:

- Funding and Financial Management;
- Skills and Capacities;
- Governance and Delivery of Services.

He mentioned briefly the interactive nature of tomorrow’s meeting.

He informed the assembly of an important event to mark down in their agenda for the next day at 5 p.m.: the graduation ceremony of the second cohort of students in Housing Management (graduation ceremony).

He mentioned the housing booths outside the meeting room, and invited Chief Ghislain Picard from the AFNQL to say a few words.

Chief Picard thanked the young Elder for his prayer, as well as Luc Lainé. He thanked the Huron-Wendat Nation for welcoming us on their territory, in addition to acknowledging the presence of Luc Dumont, Regional Director, Indigenous Services Canada (ISC), of Chief Lance Haymond (housing portfolio), as well as the other elected officials attending in great number, in order to discuss this priority issue for our nations.

He mentioned that the meeting in Trois-Rivières launched the process of turning a situation that has been a huge concern for several years, the lack of First Nations Housing. He stated that the context is actually more favourable to change things, and stressed that it is up to us to improve matters.

Chief Picard recalled the meeting of 2000 in Listuguj, which resulted in a housing report that was presented to the Chiefs. This report stated that there was a shortage of 7,000 housing units in the province of Quebec alone. He mentioned that First Nations have improved since, but not sufficiently. A major transformation process is actually under way; we now have a “good recipe”, thanks to the work of the Regional Tripartite Committee on Housing (RTCH) and of Chief Lance Haymond, portfolio holder.

During the last meeting, Chief Picard talked about the importance of expanding the engagement process, in order to have the same overall picture. In 2019, such an exercise is planned, in order to see how the federal transformation exercise will impact our communities. It will be a very open meeting. Chief Picard commented on the regional commissions and the fact that there are none on housing and infrastructure. It would be important to think about it since this issue has some serious impact on several areas of the lives of First Nations.

Chief Picard invited participants to acknowledge the efforts of students in Housing Management at the graduation ceremony which will take place the next day. He hoped that all will attend in order to support them. He concluded by mentioning that there is a lot of catching up to do in housing, and wished everyone a good meeting.

Luc Lainé thanked Chief Picard and introduced Chief Lance Haymond, housing portfolio holder.

Chief Lance Haymond mentioned that he is the Chief of Kebaowek, in addition to being portfolio holder at the regional level for housing and infrastructure. He is also co-president of the same Chiefs' committee at the national level with Kevin Hart.

He stated the importance of this meeting in order to guide the strategy, and invited participants to get involved, be it with comments, in order to meet regional needs. He acknowledged the presence of the Elder and his prayer, and thanked the Huron-Wendat Nation for welcoming us on their ancestral territory.

Chief Lance Haymond reminded everyone that the present meeting coincided with the Trois-Rivières engagement session (reform on housing and infrastructure). In their 2016 budget, the Government of Canada committed, along with other partners, to developing long-term solutions towards supporting housing and infrastructure in First Nations communities. Thus, contributing to a wider national strategy.

The goal of the meeting is to continue discussion on the reform which was undertaken in Trois-Rivières. He added that the present group is in a position to influence decisions made at the national level. Consequently, all comments expressed at this meeting are invaluable. He was happy to note the attendance of many chiefs and councillors, considering the importance of the issue.

According to him, it is necessary to make sure that the reform will not solely be a devolution of services. He reminded the importance of understanding the process that will be established, as well as capacities that will be necessary in order to move forward. He noticed the attendance of housing specialists. He stressed that a tripartite committee, on which the AFNQL sits and meets regularly, was formed in Quebec. This committee discusses issues relating to housing and infrastructure (joint strategies and work plans), and encourages national collaboration.

He affirmed that a housing and infrastructure regional strategy will be developed within two years. The draft presented that morning was a direct result of discussions held in Trois-Rivières last year. As mentioned, it was presented for your comments. In Quebec, we are focused on capacities building, and each region in Canada is establishing its own priorities.

At the national level, Chief Haymond is co-president, and he stressed that the national strategy will be flexible enough to consider regional strategies, as well as the various expectations and needs. Consequently, housing considerations for Quebec's First Nations will come from Quebec's First Nations.

The draft national strategy was presented at a housing symposium organized by the AFNQL last week in Vancouver, and it will be presented to Chiefs all across Canada next week in Ottawa, at a Special Chiefs' Assembly.

Regarding the Vancouver forum, Chief Haymond and Guy Latouche presented the draft regional strategy and welcomed comments. It appears that capacity building is our priority. What is needed is to do whatever is necessary to establish essential conditions for the control and management of infrastructures. Chief Haymond believed that we are doing whatever is necessary to put the pieces in the right places, so that our housing approach is more cohesive.

Data collection will soon be undertaken at the national level. Chief Haymond mentioned the importance of collecting our own regional data, in order to develop strategic solutions. It is the fourth data collection, and he counts on everyone's collaboration during this necessary undertaking to develop a better national position.

He afterwards approached the issue of inspections. The Canadian Mortgage and Housing Corporation (CMHC) unilaterally decided to transfer this file to the private sector, a few years ago. This created much confusion, in addition to threatening job. The French and English language issue in Quebec created more difficulties. However, chiefs and tribal councils worked in order to present CMHC with a process to take over these important services to better serve our communities. Chief Haymond mentioned that the last proposal presented by the *Conseil Tribal Mamuitun* was accepted. Consequently, from now on, these services will fall into the hands of our tribal councils.

In conclusion, he thanked AFNQL secretaries and staff, in addition to members of the tripartite committee. Everyone worked hard towards the success of this regional meeting, for the better good. He thanked Guy Latouche for his work in ensuring that we have our documents and for preparing the meetings. He wished everyone a successful meeting.

Luc Lainé thanked Chief Lance Haymond and introduced Luc Dumont, Regional Director for Indigenous Services Canada.

Mr. Dumont talked about the very important issue of housing for all those in attendance, and reminded every one of the Trois-Rivières meeting in 2017. He talked about the productivity of this session and stressed that the present meeting was responding directly to previously expressed concerns. One of these concerns being the drafting of a regional strategy, and the other being a complete reform of the RTCH. Moreover, he stressed the importance of the housing issue for the Privy Council Office (PCO) (Prime Minister's Office). Last week, members of the Privy Council had the opportunity to share with members of the regional committee and proceeded with an in-depth analysis of the housing issue. Consequently, members of the RTCH had the opportunity to share with Indigenous Services Canada (ISC) and CMHC on First Nations housing issues.

Mr. Dumont mentioned that his department presented all the necessary elements towards an upcoming success. He introduced the idea of sustained partnership with the PCO, which

is important. Other important elements include capacity building, funding and governance, which are keys towards finding solutions.

Mr. Dumont emphasized the importance and the vital nature of the RTCH in order to move things. Quebec will be well-positioned with the data. He asserted that the work accomplished up to now allowed to make appropriate suggestions on short, mid, and long-term basis. The stakes for Quebec are sometimes similar, sometimes different, to that of other regions.

He concluded by wishing everyone a good meeting.

Luc Lainé mentioned that photos will be taken during the three-day meeting. For those who do not wish their picture to be taken, please inform Marie-Josée Belleau.

He introduced Linda Sioui who is taking notes. He asked those who want to speak to introduce themselves. Following this, he yielded the floor to Guy Latouche for his presentation on the context of the draft Regional Strategy on Housing and Infrastructure.

CONTEXT AND PRESENTATION OF THE DRAFT REGIONAL STRATEGY ON HOUSING AND INFRASTRUCTURE (GUY LATOUCHE)

(PowerPoint presentation).

Guy Latouche ended his presentation and Luc Lainé concluded with a short wrap-up He then invited participants to ask questions.

Martine Bruneau (Abitibiwinni – Pikogan): First of all, the committee is made up of ISC, CMHC, AFNQL, is that it?

Mr. Latouche answered yes.

Ms. Bruneau asked who represents communities?

Mr. Latouche stated that the tripartite committee has been in existence since the 1980s. In the beginning, it was a committee on the allocation of CMHC funds. Over the years, this committee has evolved to become, in 2005, a “high-level” committee. Directors from CMHC and ISC are part of it. Regarding First Nations, Chief Lance Haymond, portfolio holder of housing and infrastructure, is member of the tripartite committee. This committee is structured into two components: three members in authority. They are: the Director of Housing and Infrastructure at ISC (Bruce Labrador), the Director of the Quebec – Atlantic regional office for CMHC (Vince Klyne) and Chief Lance Haymond. They are the three members in authority. With them, we have accompanying members who make up the operational committee with department representatives, the CMHC, as well as myself.

Ms. Bruneau: Could anyone among us who is part of the CoPH (Community of Practice in Housing) be part of that other committee, to remind them of community needs?

Mr. Latouche: I would say that it's an excellent suggestion. Working groups as well. At times, we are given tasks by our members in authority, we develop several things, and any kind of help would be welcome. The invitation is launched; you just need to get back to us regarding this.

Ms. Bruneau: I will remember that, for sure! Regarding the Waskahegen Corporation in Pikogan, if someone wanted a Waskahegen apartment, one must prove that one has lived six months outside a community. Some of our members do not meet this requirement. It would probably be good if your committee met with them in order to examine their criteria to modify them. There are Québécois who are actually renting these apartments which should be destined for First Nations. It is too bad. Could you meet with them and discuss this matter?

Mr. Latouche: Yes, we are planning on meeting with them and the Quebec Housing Corporation [QHC], as well as the other stakeholders involved in off-reserve housing. These are concerns that have been often expressed by Chiefs and Councillors. As far as we know, no Chiefs and Councillors are sitting on their management committee. These are apartments for First Nations without their involvement in the decision-making process.

Luc Lainé asked if there are any other questions or comments before the break. After the break, Bruce Labrador (ISC) will provide a regional update.

10:35 a.m.: Break

10:59 a.m.: Meeting resumed

Luc Lainé introduced two ISC participants, Bruce Labrador and André Dansereau, and two CMHC representatives, Vince Klyne and Marie-Claude Cantin, for a regional update. Questions followed each presentation.

Mr. Labrador proceeded with an overview of the past year, and reviewed past accomplishments. He presented a regional pilot project supported by the national level aimed at developing housing circuit riders. This project could be exported later on. He added that the technical resource group (in collaboration with the two trainers: Alain Murray and Serge Bouchard) helped in establishing the Cogiweb software in certain communities. During the upcoming year, the Cogiweb software to be deployed in communities will be done on a larger scale.

Another accomplishment was the recast of the Housing tripartite committee's action plan. To follow up on last year's discussions, priorities expressed were integrated as part of the

action plan, as a result of discussions held in Trois-Rivières. Consequently, things have evolved quite nicely.

Last September, in Wendake, stakeholders (the AFNQL, Tribal Councils, Aboriginal Savings Corporation of Canada – ASCC, the AFNQL commissions, Kiuna Institution) gave their support to the implementation of the regional strategy. It was a first since all were gathered together to discuss the issue of housing first and foremost.

Bruce Labrador also mentioned that he continued working in close collaboration with ASCC. He stressed the excellent work accomplished in the past year, especially regarding access to private capital and the Pikogan community. It was a giant step in the right direction for all communities, and this was a promising sign regarding the possibility of accessing private property.

Another accomplishment dealt with establishing an infrastructure fund which targets mainly the development of residential lots in communities. Certain communities cannot benefit from initiatives put forward because they lack available lots for construction, and this represented a major irritant. Consequently, access to capital funds has been established to this end. This year, ISC is working with Opitciwan, and next year, they will open this fund to other communities.

Last Fall, Mr. Labrador mentioned that he had the opportunity to accompany a national team as part of a new initiative, which is the laboratory for housing innovation. The website is already online. It is a project which would not have met ISC requirements, criteria and guidelines otherwise. It is a good example of an innovation, “outside the box”, and new ways to develop and deliver programs.

He talked about collaborators from Université Laval (Mr. Casault and Ms. Vachon from the School of Architecture) who were in attendance in Trois-Rivières, last year, and their presentation on various new and innovative housing concepts. While discussing with Mr. Casault, and taking into account the work already accomplished in the past twenty years, we noticed that there weren't any solid projects that materialized due to lack of funding and criteria. To this end, the Innovation Fund could be interesting for communities and available for the upcoming three years.

He congratulated the second cohort of students who will be receiving their diploma tomorrow, and encouraged those who are enrolling to become part of the third cohort.

He concluded by mentioning the 2018 budget and the 600-million-dollar investments for the upcoming three years, which represents 200 million dollars per year starting this year (2018-2019). In regard to the funding proposals and the considerable preparation work involved, Mr. Labrador mentioned that he filtered the list of contingencies. He afterwards yielded the floor to André Dansereau.

André Dansereau thanked the participants for their attendance and reminded them that the 2016 budget over two years (the Housing Initiative 2016 and 2017) left people uncertain for the future. In respect to the 2005 budget, it was a two-year funding. Following this, the Economic Action Plan lasted two or three years. He noticed that there is always a break in between initiatives from one action plan to another.

In 2018, the federal government seemed to make five-year continued funding efforts which were very good in terms of sustainability and in decreasing needs. He mentioned that ISC is foreseeing the launching of a call for proposals. He upheld that his department is actually planning with stakeholders the forecast for the upcoming years, following discussions with headquarters. Components are often the same. They are: construction, renovation, preparation of lots. Since 2016, there are two new components which remained and echoed the draft regional strategy. They are: capacity building, development and innovations, which should continue for the next couple of years. According to him, discussions with headquarters were well under way, and they are very open. He ensured that he would like components to meet a wider range of needs. In this respect, flexibility and diversity are key.

Consideration was also being given to respect project cycles. It was determined desirable to prepare and do all that is necessary prior to next construction season.

Mr. Dansereau suggested taking a look at how projects should be presented as part of the budget initiative framework, and to start planning for next year right away. Communities are asked to submit a project for the upcoming two years (2-year planning). The timing is perfect to start preparing proposals. He concluded by stating that he, as well as the CMHC representatives, are available for questions, and mentioned that the call for proposals will be launched after the Christmas break.

Luc Lainé opened the floor to questions.

Chief David Kistabish (Abitibiwinni – Pikogan): We are talking about various subjects (private property, capacity building, etc.), however, we have limited capacities as communities. For instance, we no longer have room for new constructions as far as the expansion of existing lots is concerned. Our last expansion goes back to 2015. The need is urgent. When will that be resolved? I would like an answer regarding this.

Bruce Labrador: When I presented the initiative for the expansion of lots in communities, it was previously part of core funding. Costs have now increased and a gap widened. Some communities were unable to build due to lack of space. We are hoping in the next three or four years to develop lots, along with ABSCAN. Consequently, things will be improving in the years to come.

Chief David Kistabish (Abitibiwinni – Pikogan): Houses are overcrowded, and it is difficult to be more patient. It is a priority, and when I hear “in the upcoming years”, we will need to find a way to speed things up.

Mr. Labrador: When I say “a few years”, I am honest and that is how long it will take. We could discuss it with Martine Bruneau and see what can be done in your community.

Martine Bruneau: Asked how come certain communities get 100 lots and others do not receive anything? Core funding are used for salaries and not to develop or expand lots. She talked about under-funding and the fact that her community doesn't have the necessary equipment. She asked what happened to the former proposals submitted in the past. Where are they on the list of priorities? She stated that she feels ignored, as well as being unable of moving forward. She was told to put the word “water” in her proposal, but to no avail. She was wondering why moving on with new proposals when the others are not answered.

Mr. Labrador: Mentioned that core funding is meeting the expansion of lots. Following the pilot project with Opitciwan, findings will be shared in order to see how it all can apply as of April. It will be possible to travel to Pikogan, in order to see what can be done in the near future.

Chief Adrienne Jérôme (Lac Simon): Noticed some CMHC administrative burdens in relations to communities. She was asking how much does it cost to manage the CMHC? She was asking if First Nations can have their own housing headquarters (commission). She stressed the excellent services we are getting with First Nations' organizations and reminded us all of the crying needs in Lac Simon. This community has five hundred children, three daycares, two hundred high school youth. Several communities are in the same situation, and women seem to bear the burden of consequences since they are the foundation of the family. They do not file complaint when there is violence because they are afraid of losing their home. Additional funding would resolve a lot of problems, according to her. She also talked about the fact that CMHC has too much to do, and that we “need more than that”.

Luc Lainé mentioned that we are involved with the process of taking over the housing file across the country. He added that Chief Jérôme's comments were very useful, as they demonstrated the emergency to act. It is clear that the housing program must be taken over by First Nations, and he asked for Chief Jérôme's continued participation, since it will most likely be required.

Luc Lainé introduced Vince Klyne and Marie-Claude Cantin, from CMHC. He mentioned that the Ekuanitshit community will be presenting a short video over lunch on the topic being the Sustainable Development Summit.

Mr. Klyne presented his *Vision for housing in Canada*.

(PowerPoint presentation – National Housing Strategy (CMHC)).

To follow up on his presentation, Mr. Klyne yielded the floor to Ms. Cantin, also from CMHC, Specialist, Knowledge Mobilization, Policy and Research (innovation and research component).

(PowerPoint presentation).

At the end of his presentation, Luc Lainé entertained questions from the participants.

Ms. Bruneau: I question the amount of 211 million dollars allocated to housing research. What is this research about?

Ms. Cantin: It is really 241 million dollars over the next ten years. The goal is to gather more data in order to have better information on the needs. This will help us in developing better programs and policies.

Josée-Anne Paradis (ISC): Thank you for your presentation. A lot of information was shared in a very short time. I was very impressed with your presentation and with all the programs and services that you presented, more specifically regarding the amount of 14 billion \$ regarding the housing continuum since this will meet the many needs in First Nations communities. Needless to say, all of it is welcome. However, you talked about « navigating » the programs as far as capacity is concerned (which is a major component of the strategy). You might agree that First Nations will need much capacity to “navigate”. How can our First Nations access the toolbox? Because it is always the same people who prepare the documents and the funding proposals. How can we make these programs more accessible to First Nations?

Mr. Klyne: This information is available on the CMHC website. We have our database, and with the launching of the national strategy, we are adding more. We are here to hear about the needs of First Nations, and are trying to see how our programs can be adjusted, in collaboration with the communities’ housing technicians. We have four people with us today, in addition to Marie-Claude and I. They are: François Sauvageau, Jean-François Samuel, François Lachance and Ina Wielinga. Along with me, they are available in order to help you with the process.

Luc Lainé stressed that the detailed information on all innovations and research programs presented by the CMHC has been shared lately by the AFNQL.

Chief Jerome: She asked the cost of managing the CMHC and noticed that much research is being done. “What should we do to move things forward? A sum of two hundred and forty million dollars has been transferred to research, and these funds, as well as others, could have benefitted First Nations communities. Is this research taking place in

communities? This administration represents a lot of money. She is preoccupied about what is left for communities.

Ms. Cantin: The research budget is of two hundred and forty million dollars out of forty billions, which is not much. It is necessary to do research in order to have better information, in order to make good decisions. This will help us find concrete solutions.

Mr. Klyne: It is the greatest investment that Government had made so far in housing. This amount of forty billion dollars is destined to all Canadians. It is intended for the great National Housing Strategy (from coast to coast), and there are specific components for First Nations, Métis and Inuit that meet their specific needs. These strategies are still being developed, but they complement one another. This research is necessary to know what First Nations' housing needs are (capacity and human resource wise), once everything is transferred as part of the housing reform. It is a well-documented and well-known issue in our RTCH (Regional Tripartite Committee on Housing) work plan, and we do not have sufficient human resources to deliver these programs.

Luc Lainé welcomed two more questions before lunch. He reminded participants that government and CMHC official will be in attendance for the entire meeting.

Mickel Robertson: This is simply a comment. I worked in financing and multi-tenant buildings, and I find it difficult to understand how you work in reference to your website, and thus, understanding your program parameters. I have difficulty with your approach; it is as though you are making decisions on how things will proceed, you leave very little space for creativity.

Mr. Klyne: I am very aware of that, and we receive several comments to this end. It is not as simple as we would think, and I will work on improving things.

Adeline Basile: I have a comment. In the beginning, some communities had their first houses in the 1960s and 1970s. Fifty years later, we are still trying to meet the needs. The Government's ultimate goal was to assimilate Indigenous people. Today in 2018, we are still asking for houses, but back then, it was a government and CMHC initiative. Prior to being Housing Director, I was Housing Officer. I have been wondering for several years now when will we meet in order to find solutions? We talked about alternative solutions then, and now we are talking about researching, but we must go beyond what we can find regarding solutions. We must look at funding. All the answers in meeting our needs will not come from the government. At the very beginning, government officials came to our communities to give us houses. This initiative should be at the governments' table, as well as that of other funding agencies.

Luc Lainé summarized by stating that the initiative encourages First Nations in being proactive in seeking solutions, and stated that solutions will come from us. He concluded

by reminding participants of the afternoon schedule, which is very busy, the first item being Funding and Financial Management. The FNQLEDC will be the first to proceed with their presentation. He reminded everyone that the Ekuanitshit community will be presenting a short film during the lunch hour.

12:00 p.m.: Lunch

1:15 p.m.: Meeting resumed

Luc Lainé welcomed everyone for the afternoon session. He introduced Mickel Robertson, FNQLEDC Director General. His presentation will lead us to 2:30 p.m. In the meantime, he invited Doris Papatie to ask the question she wanted to ask CMHC officials, following the morning session.

Ms. Papatie (Kitcisakik): She brought the issue of adapting initiatives to the various regional issues since reality is different from one community to the next. She observed that a community such as hers does not benefit from the same status or funding as other First Nation communities. She stressed that community research must be done ethically, and she deplored the fact that often communities such as hers are not well represented. According to her, researchers are thinking on behalf of First Nations.

She stressed the fact that First Nations have some catching up to do. Regarding her community, it would be important to improve housing conditions since they live in the bush. She mentioned that her community's condition is not comparable to another in Quebec or in other provinces since they don't have running water nor electricity. Moreover, they are overcrowded. When equity is at stake, she suggested focusing on real issues.

She emphasized the underlying issues of the Viens Commission (hence the importance of housing for wellness). Stating that her community benefitted from SHQ (Société d'habitation du Québec) funding, she deplored the fact that she doesn't have access to CMHC funding and that of their partners. According to her, it would be relevant to discuss these issues.

Luc Lainé summarized by emphasizing that government initiatives should be adapted to First Nations reality. There are no "one-size-fits-all" solutions. Secondly, research programs must have stated ethics principles, in order to allow everyone to participate and to validate data gathered among First Nations.

He thanked her for her comment and invited Mr. Robertson to address participants.

OPPORTUNITIES OFFERED BY MODERN FINANCING TOOLS, CATCH-UP PROJECT AND ECONOMIC DEVELOPMENT

Mickel Robertson introduced himself and mentioned that he worked for the longest time as a banker and a finance manager among First Nations and in banking institutions. He also introduced his colleague, Steve Laveau. He stated that his process is biased since he is focused on numbers, and he talked about the catch-up project. He hoped to inspire people with his presentation. He stressed that his organization proceeded with their own translation and said he was sorry for any little “mistakes” there may be.

He went ahead with his *PowerPoint* presentation.

Afterwards, questions and discussions around the classical financing methods were entertained.

Patrick Robertson: Stated that some bands use their own funds to support members in accessing property.

Mickel Robertson: Answered yes, stating “we will include this in our plan”.

Patrick Robertson: As part of our band’s housing market programs, we have a renovation and rental support program.

Mickel Robertson: Yes, that contributes to its life support.

Mickel Robertson continued his presentation with the management of a rental housing stock.

Luc Lainé requested everyone’s attention and announced a fifteen-minute break.

2:45 p.m.: Break

3:00 p.m.: Meeting resumed

Mickel Robertson resumed and concluded his presentation on these words: “Do not leave this area of development to others”.

Luc Lainé thanked Mr. Robertson and yielded the floor to Steve Laveau, from the FNQLEDC.

Mr. Laveau invited participants to divide into six break-away groups for the workshop. Prior to this, he asked for everyone’s attention in viewing a short one-minute video by Fred Pellerin [musician and storyteller], carrying a powerful message: “One must close one’s eyes to see things differently”.

In break-away groups, the facilitator reminded participants of the two questions asked in the fall of 2017 (in Trois-Rivières), and stated that these questions deserved attention. He pointed them out, for the purpose of the workshop.

(Anglophone workshop; Linda Sioui did the notetaking):

- 1) Would you be interested in investing in your community's real estate?
Why and how?

Group report:

The problem is the land. The Band Council gives out land.

It is less costly to build a six-unit building than having a waiting list of people wanting their own house. Need new private partners (fall of 2017), and to have access to new funding.

- a. So, how do we attract private investors?
 - We must target Business owners, to begin with. Possibly attracting them by offering them shares in a 49% proportion for partners, and 51% for First Nations;
 - We need to change things in our way of doing business (purchase of a big parcel of land – need for development). Marking a transition;
 - Lease of lands;
 - Engage in business with prefab housing companies, if we could set aside a residential block;
 - Invite investors to come and build for us. In the following two years, we will reimburse them;
 - See if community members would be opened to invest within their own community;
 - Bank limits to consider. Would we have to take this funding from our own funds?
 - Business people: would buy private houses and rent them out (without having to declare anything).

Obstacles:

- Once our houses are paid for outside the community, it is possible to re-mortgage them. Actually, we cannot do that in our communities, should we want to purchase something else, or to refinance. We must eliminate or bypass this obstacle;
- Long-term financing;
- Demographic considerations.

Solutions:

- Access to more financing tools;
 - Possibility to mortgage our houses in order to access more funding to invest somewhere else;
 - Look into possibilities with NCCC [Native Commercial Credit Corporation];
 - Attempt to find banks willing to provide unsecured loan.
- First Nations control;
- Depoliticize housing; it is a priority;
 - Need to establish a sector that will adopt a solid policy and a second authority to meet with owners and help them with their budgets, etc.;
- Capacity building (course, management, administration, quality constructions);
- Ability to demonstrate a return on investments;
- Developing transparency and accountability;
- Improving financial literacy;
- Expanding funding programs.

“Please take note that the other groups’ comments have been gathered directly by the FNQLEDC”.

Luc Lainé proceeded with a short conclusion of the day.

The meeting ended at 4:00 p.m.

Wednesday, November 28, 2018

MEETING BEGAN AT 9:00 A.M.

Luc Lainé summarized yesterday's discussions and presentations. The main messages to remember are:

- In order to better plan, our needs must be well identified;
- Timing is of the essence. First Nations as well as the Federal government actually have the will to move things forward and change them across the country;
- Public opinion is in favour of resolving the issue of First Nations housing in a timely, adequate, and effective manner;
- It is urgent to go down another path, if we want to achieve different results;
- We will be best served by ourselves;
- We must be daring and move forward; solutions must emerge from within.

Afterwards, he introduced the agenda for the day, which will cover the second component, Skills and Capacity Building (the first component dealing with Funding and Finance was covered on the previous day).

Finally, for the last day, the focus will be on the third component, which is Governance and Delivery of Services. Regarding this, he mentioned the attendance of the Cree representative who will have an interesting presentation on this subject.

During the lunch break, there will be a presentation with Earl Commanda and Deborah Taylor from the First Nations Market Housing Fund.

Without further delay, he invited Rola Helou from the First Nations Adult Education Council, who presented the agenda for the day.

REGIONAL INITIATIVE ON SKILLS AND CAPACITY BUILDING

Ms. Helou mentioned that she is very happy to have been invited by the AFNQL. She also added that the day will be busy with workshops dealing with the skills and capacity building component. To this end, she invited everyone to refer to the participant's workbook that was distributed, and mentioned that the first part of the day will be spent validating the information collected last September, at the meeting held in Wendake. She reassured participants by mentioning that they will be guided by her team throughout the day. Near the end of the day, participants will be invited to project themselves into the future, in order to foresee what they would like for their community.

Following this, she introduced her team from the School Board. They are Patrick Robertson, CoPH (Community of Practice in Housing) Coordinator, Mélodie Tremblay, Coordinator for the ACS (Attestation of College Studies) Program and Educator Support.

She is also responsible for the graduation ceremony which will take place at 5:30 p.m. today. Afterwards, she introduced Diane Gabriel who will be guiding participants throughout the day, and finally, Tanu Lusignan, Director of Finances. She asked everyone to fill the participant's workbook, which data will be compiled and will be reflected in the report that will be presented to the AFNQL. She afterwards yielded the floor to Tanu Lusignan.

Tanu mentioned that he is from the Haida Nation, on the West Coast of British Columbia. He mentioned that he is Finance Director for the School Board. He thanked the Huron-Wendat Nation for welcoming us on their land. According to him, today will allow us to validate information and look into how we can foresee the future.

In regard to the day's activities, each group was made up of various representatives from all sectors of housing. The first activity focused on courses already available for housing managers, the second one on governance, and the third one, on a course for tenants. First, participants had to identify new courses in the participant's workbook (pages 1 to 4). Following this, a discussion with partners took place, in view of the third cohort. After a fifteen minute discussion, the group came back in plenary to share findings. One person per group was identified in order to take notes.

(Sharing of Antoine Grégoire, Councillor for Uashat Mak Mani Utenam).

Mr. Grégoire mentioned that he has a certain experience as carpenter, and that he was part of the last cohort for the Attestation of College Studies in Housing Management for First Nations of Quebec.

According to him, this course is beneficial in order to acquire a better understanding of the issues and acquire better knowledge of certain regulations and standards. On the other hand, he deplored past bad habits, but ensured that the course helped him in establishing better practices in his community. He thanked the Adult Education School Board for this distant learning. In closing, he stressed the importance of not shying away when confronted with decisions to make, and he thanked participants for listening.

Ms. Helou talked about this course and the origin of the project. She mentioned the collaboration of Cégep Garneau as well as that of other partners. Following this, she introduced the first workshop which dealt with identifying courses not actually offered but that could be linked with the ACS.

9:15 a.m.: Participants are subdivided in sub-groups for the workshops

10:00 a.m.: Back in plenary session

Training previously unidentified

Group reports:

- Leadership, conflict and difficult customers management;
- Call for tenders management;
- Maintenance of air exchanger (Venmar) (2)¹;
- Land Survey system for lot processing (zoning);
- Process to learn for construction management;
- Tenants information and responsibilities;
- Entrepreneurship;
- Importance of partnership;
- Children awareness (at a young age);
- Building maintenance (general course);
- Project management;
- Urban planning;
- Land management;
- Specify the role and responsibilities of tenants and of the Band Council (ISC and CMHC) (Housing personnel course in order to better train tenants);
- Course on shuttering systems;
- Concrete;
- Tenants' health (Health Canada).

**ACS (Attestation of College Studies) and CoPH (Community of Practice in Housing).
Can the ACS and CoPH help answering certain needs?**

Group reports:

- It is interesting, but it will never replace on-the-job experience. Experience gained is so varied from one community to the next, and it is because of experience that housing agents become really efficient. Hence, it is an excellent basic course.
- The course helps to manage priorities and organize tasks of the housing agent. The employees also benefit from their supervisor's course, since they are better guided as per their duties, the work is clear and precise, and their self-

¹ The figure in parentheses indicates the number of occurrences this issue was identified.

confidence enhanced. The course is adapted to communities, and it helps with on-reserve housing management;

- Course is more or less adapted to fieldwork, to which are confronted managers. It would be great if course designers could visit to find out about reality. It would also be beneficial to incorporate people who work in housing among First Nations;
- Useful means of sharing information, but we must find innovative means in order to “boost” *Workplace*. A lot of people in COPH, but very few are publishing on *Workplace*;
- Too many notifications received in their e-mail (*Workplace* software);
- The course allowed to better equip housing managers, so they can better understand people and advise them;
- The course allowed us to see what is taking place in other communities as far as crisis management goes, as well as meeting urgent needs and collecting rents. This course helped improve the work;
- Suggestion: to have additional courses in computing (ex: Excel, etc.). This course would be highly effective to improve work;

Next exercise: Which courses already exist (inventory) for landlords and tenants?

Group reports:

- Inventory of courses identified. Mashteuiatsh handed out a guide to their tenants (what and what not to do in order to maintain their home);
- Tenant’s responsibilities;
- Basic maintenance for tenants;
- Basic course (ventilation and heating);
- Cleaning of the entire ventilation system.

Course for Elected Officials

Group reports:

- Strategic course for elected officials;
- Housing ethics course (behaviours and values) (2);
- Basic computer course;
- Human Resource Management course;
- Basic course for elected officials;
- Course on interference;
- Respect of managers in their duties;

- After each election, provide elected officials with a course in order to inform them of their role and responsibilities, in order to avoid their interference with the administration.

Afterwards, Tanu invited participants to consult pages 9 to 11 of their workbook (chart 3.1), to identify other needs and resources for the housing manager course. This exercise lasted ten minutes, following which there was a break. A plenary session followed the break.

10:30 a.m.: Break

10:45 a.m.: Meeting resumed

Ms. Helou invited Diane Gabriel to announce the winners of the \$15 Tim Horton's gift cards, for having completed the online survey. The winners are: Brad Flamand, Martine Bruneau, Jean-Marc Flamand, Tanya McKenzie, Darlene Chevrier, Edward Gabriel and Josiane Mapachee.

After the draw, break-away workshops and plenary sessions resumed.

The Needs of Housing Agents and Managers (section 3.1)

Group reports:

- The available course is good, but it could be structured as part of a curriculum, for more details;
- The RBQ (*Régie du bâtiment du Québec*) certification is a difficult process;
- Direct link with the housing managers' job description (to define capacity profile);
- Support in establishing policies and procedures;
- Equip housing and land managers in order for them to deal with future tenants and landlords (how to guide them towards social housing and access to property);
- Course on procedures to evict tenants;
- Developing a welcoming kit (tenants guide) on sharing responsibilities (landlords and tenants);
- Construction management (three types of inspection required by the CMHC), course housing agents (basic course);
- In case things get out of control, construction budget management (major importance), follow-up on billing, visit of construction sites, follow-up of builder in order to prevent cost overrun;
- Difficult client management (notions to deal with difficult client);
- ACS in Civil Engineering and Architecture;
- Maintenance of residential and commercial buildings;

- Course on developing an efficient organizational chart, adapted to community format (with job descriptions);
- Course in Mental Health and Stress Management for Band Council employees.

Patrick Robertson yielded the floor to Tanu, who then referred participants to pages 12 to 14 in the workbook. Chart 3.2.1: course needs for landlords and tenants. He asked to identify challenges and best practices, as well as solutions. The exercise lasted 10 minutes, following which a plenary session took place.

Owners and Tenants' course needs

Group reports:

- Awareness for future generations: Youth in school;
- Course on housing maintenance (tenants) (ex: how to maintain a Venmar);
- Specific course for landlords vs tenants (obligations of tenants), minor and major maintenance (landlords). Paying rent (which helps the community to build funds);
- Course on the impacts of bad debts;
- Course on the maintenance of ventilation systems;
- Housing policies: put in place a housing policy adapted to the needs of everyone;
- Hold housing day activities;
- Course on the importance of maintaining a budget, hence the pride of having a home;
- Course for high school youth in establishing a budget (healthy financial habits);
- Worskhop or information session to clarify the steps and process in becoming an owner (in order to understand all the steps of construction, budget, maintenance, etc.).

Tanu explained the following exercise which dealt with identifying the course needs for elected officials (governance and band council's role). The exercise lasted approximately 10 to 15 minutes (please refer to section 3.31 of the participant's workbook).

Capacities Building for Elected Officials

Group reports:

- Course for elected officials and Housing agents, in order to depoliticize the administration (hence, avoiding interference), in order for the strategic plans to be successful in communities;
- Coaching and supporting agents and other stakeholders (following the course that they took), in order to achieve certain jobs as well as results;
- Course on budgets for politicians, as well as Section 95 on housing;

- Course to separate politics and administration;
- Better target course for elected officials, in order to offer it as soon as possible (at the beginning of their mandate);
- Since the duration of mandates presents some challenges, the focus should be more on information (what they need to know);
- Roles and responsibilities of elected officials and of the administration;
- To inform potential election candidates on the roles and responsibilities of elected officials, in order for them to avoid making promises that are difficult to keep, once they get elected;
- Transparent, fair and exemplary elected officials; supporting them in implementing a code of ethics;
- General meetings where all the elected officials are in attendance, in order to inform and/or train them, depending on targeted goals;
- To have information kits ready for them;
- Capacity profile (communications plan);
- Acquiring knowledge of the law in regard to land management;
- Conflict resolution;
- Basic course on the *Indian Act*;
- Scope of administrative agreements signed with government departments;
- Governance (accountability, transparency);
- In collaboration with community members, develop courses in political science (for those who are well aware of local, regional, national and international issues – in some instances).

Tanu guided participants in completing the bottom of page 17 (workbook), blue section (highlight). What was asked is to identify three course priorities (as immediate and essential courses), in areas relating to governance, landlords/tenants, and housing managers, coordinators, as well as directors. So, participants needed to identify three priorities for each sector, for a total of nine. The exercise lasted 15 to 20 minutes, after which lunch followed.

Identified priority needs

Group report:

- Administration;
- Client approach;
- Education promotion.

Patrick Robertson indicated that participants could always identify these priorities later in their workbook since all workbooks will be collected at the end of the meeting.

Luc Lainé announced a presentation taking place over lunch, by the First Nations Market Housing Fund.

12:00 p.m.: Lunch break

1:00 p.m. Meeting resumed

Tanu Lusignan announced the agenda for the afternoon.

The first workshop dealt with opportunities (chart 4.01), under pages 19 to 21 in the participant's workbook. Participants were asked to review and discover new challenges and opportunities, in relation to those identified in Wendake, last September. The exercise lasted 20 minutes, following which participants met to share findings in a plenary session.

Opportunities

Group reports:

- Regional tables better structured and topics more varied. We should take advantage of these meetings during which managers were engaged to devote half a day or a full day to a course at each table (ex.: one-day meeting for the regional table and half a day for a course). By doing so, we would maximize budgets and travel expenses for people;
- The ACS is a good tool. To try to find means for promotion in view of new cohorts, as well as making it interesting for potential students. To keep up their interest. To promote advancement possibilities and better recognition;
- Raising awareness among youth regarding housing (in view of the future);
- To plan for future replacement (those that will follow);
- Team juggling in some communities, as well as creating more links between various departments (employment, housing, finances, etc.), in order to bring better expertise to housing agents;
- Governments seemed more “open” to First Nations, but not as opened as First Nations actually wish;
- More team meetings on building (all community sectors) for new ways of doing things;
- Knowledge transfer (due to high staff turnover);
- Establishing tools to measure the course's efficiency; management tool (in order to better evaluate);
- Starting up a construction company with local people, while taking into account courses in carpentry offered at the CDFM (*Centre de développement et de la formation de la main-d'œuvre*) of Wendake (an added value for the community). Creating wealth by hiring local people and develop an expertise to start up a construction company.

Constraints and Limitations

Group reports:

- Continuing education is not always valued;
- Communities and individuals are not all at the same level (constraints in developing courses);
- Interference of the political level with administration, generating some uncertainties; (2)
- Elections are held every two years: projects can be dropped with the election of a new council, thus creating uncertainty;
- Will to change things;
- Trying to see the positive side of continuing education;
- People's social problems.

Tanu presented the following exercise which was found on page 23 of the workbook « Looking Forward ». Participants were asked to project themselves in the year 2024 and identify reflection elements on strategies to get there. Where do we want to be then? The exercise lasted 20 minutes.

Looking Forward (year 2024)

Group reports:

- Implementation of strict policies that are well-adapted to the context and focused on our targets (in view of 2028);
- Well-defined strategies, starting with individual coaching. Individual priorities have been revised (housing being at the top of the list);
- Emphasis on next generation (high school youth), youth educated and well aware (in respect to budget planning);
- Well-trained decision-makers (2);
- Decision-makers aware of the impact of heavy recurring deficits;
- Necessity to do things differently, in order to achieve better results;
- Maximization of government support, the private sector and philanthropic foundations (we didn't wait for the government; we went ahead on our own);
- Several own-sources of income;
- Language barrier lifted. Found ways to better communicate;
- Everyone is trained. Communication system well in place. The community is well trained and we have adopted a housing policy with specific goals;
- Once the policy was adopted, administration implemented it without interference from the political level (independent structure);
- Constant revisions in order to adjust the policy according to our members' needs;

- Population's acceptance;
- To have a contact regarding courses, which also serves as a directory for various expertise that can be shared between communities, in order to meet needs (« 911 Housing Capacity Building »);
- Tenants/landlords aware (partnerships);
- Internet barriers removed (all communities equipped with an Internet connection, which allows for more efficient communications), especially regarding the deployment of new management tools (Integrated System of Social Housing, ISSH) (of utmost importance to communities);
- Support from ABSCAN;
- Plan adopted and implemented consistently. We are not getting discouraged by obstacles. Support from the political level (non-interference). Tenants are aware;
- Jobs created for community residents (who are in a position to pay rent, which generates revenues for the Band Council);
- In 2024, we are managed by women (*the assembly laughed*);
- Importance to develop and promote First Nations institutions that can deliver courses (ex: Kiuna and CDFM);
- Communities have determined their needs and their workforce (well-targeted needs and focus on training in relation to these needs);
- More continuing education in the community, to continue meeting needs better;
- Course in wall plastering and painting (greatly needed);
- Local and uniform engagement with various sectors (not working in silos);
- Central actor coordinating all (and keeping focus).

At the end of the workshops, Patrick Robertson introduced the COPH (Community of practice in housing). He talked about the *Workplace* platform where community members can share various information on the topic. In order to be added to the platform, people need to click on the following URL link: (www.coph.ca). Once the information completed, new members are added to the platform.

Rola Helou addressed the assembly and shared information on the mandate of her organization. She replied to questions related to topics of a course in construction (plastering, among others). It is an 800-hour course. She added that she can support communities in Continuing Adult Education if people are interested in organizing cohorts.

Gilles Leclerc asked if his people will be accredited by the CCQ [*Commission de la construction du Québec*] at the end of this course.

Ms. Helou mentioned that there are two ways of obtaining this accreditation from CCQ:

- 1) To undergo vocational training (diploma of vocational studies or “DEP”). Following this, find employment in the same field and accumulate hours.

She added that the CCQ is continuously looking at needs in the regions, and where there are needs (ex.: less than 10% of those who are trained), it can “open the network” in said region. When the network is “open”, those interested have a 24-hour window to apply. Afterwards, the CCQ two requirements are an Attestation of Vocational Specialization in Construction [“AVS”, or in Quebec, “ASP”] (which gives the health and security cards), and the applicant must meet requirements as if he was entering the required vocational training, depending on the trade. For example, in regard to plastering, the applicant must have completed a Secondary 3 high school level – English, French, Maths. Or, if they are older than 18, they must take the General Development Test (GDT).

Afterwards, they must find an employer willing to hire them. The candidate is hired upon approval by the employer’s agreement. After 150 work hours, the employee obtains his competency cards.

These are the two ways to achieve this. It is not necessarily 150 hours for all trades. Each trade is different.

Another question (by an unidentified speaker from Pessamit): There is an agreement between First Nations and the CCQ for trades: if you cumulate 6,000 work hours in the community (for instance, as a carpenter), you have access to the exam as “journeyperson”. There is no need for a DEP, just the need to complete 2,000 work hours to become a heavy equipment operator.

In relation to plastering and painting, a 420-hour course is offered at the Jonquière School Board (tailored course). The 420-hour course ends next week. Students graduate with an ASP which will allow them to access work in a community. However, the ASP doesn’t grant CCQ cards, but after working in Pessamit for an equivalent of 6,000 work hours, they can take the “journeyperson” exam. About ten young students were able to benefit from this opportunity since we lacked workers in this trade.

Rola Helou mentioned that the ASP is a professional certification.

Alain Murray: To answer Gilles Leclerc’s question, at the Samuel de Champlain School Board, working hours are recognized by the CCQ (open network or not), in order to encourage future workers. It is an agreement between the vocational training centre and the CCQ. Yet to be seen if this is available with other trades.

(Unidentified Anglophone speaker): The CCQ came to administer the test, but people back home were never able to succeed. It is not that simple to pass. The exam was complex, and we didn’t really have help from our workers, a year later. My employees gave up the idea of working off-reserve for that reason. However, they recognized our workers’ hours. Our workers completed the required hours.

Ms. Helou mentioned that she will check with them to find a way to “overcome” this deadlock.

Ms. Bruneau: A First Nation’s Council cannot hand out CCQ competency cards. We have a CCQ contact (Jacinthe Poulin). We obtained from our Finance department the number of work hours for each employee. We signed papers and indicated the work done. Afterwards, we dealt with an urban company which gave them 150 hours, following which our workers obtained their competency cards. We just needed to provide a contract to a company in exchange of hiring our workers.

Mr. Leclerc: We had employees from our community, and we were unable to have our people employed by a company towards obtaining their competency cards.

Benoit Sioui answered Gilles Leclerc’s question by stating that he could have required the hiring of a certain percentage of manpower among community members.

Ms. Bruneau added that there is no need for competency cards under Federal requirements.

Patrick Robertson called for a fifteen-minute break.

2:40 p.m.: Break

3:05 p.m.: Meeting resumed

Tanu mentioned that it would be relevant to invite a CCQ representative, in order to answer numerous questions. More specifically, we should ask them how we could bypass the system. By so doing, our people can have their work hours credited.

He stressed that a Cree representative will be with us tomorrow to discuss governance. He mentioned his attendance to the Assembly of First Nations Forum, as well as British Columbia’s approach (from top to bottom) versus that of Quebec (grassroots approach). While introducing a reflection on the future, he referred to page 28 in the participant’s workbook (6.1), which dealt with developing courses. He invited participants to take ten minutes to read this section and think about some possible answers for a plenary session sharing which followed.

Patrick Robertson noted comments from participants regarding training and a potential organization to deliver it.

Looking Forward (2024)

Group reports:

- All tribal councils could have a branch for training as well as an affiliated traveling trainer;

- All tribal councils could be linked to the School Council for First Nations Adult Education as well as other organizations, to offer courses (ex.: ACS – architecture, engineering, carpentry, plumbing, etc.) in communities;
- To identify needs at the grassroots level;
- To verify if other communities have similar needs as far as courses go (Francophones and Anglophones), and to recruit enough students to form a cohort;
- To develop a course plan or to adapt an existing one, according to needs previously identified;
- To implement a way to deliver training (attendance, internet, internship, or hybrid course, etc.);
- To create an environment that will promote and support learning;
- To value graduates (community recognition). To celebrate school achievement;
- Importance for the council to deliver the same message in the community (hiring according to training acquired);
- Importance of the tribal council and their role in delivering the course;
- A regional First Nations organization could be responsible to coordinate these courses, to avoid community duplication;
- Role of the CMHC or First Nations Market Housing Fund. They could “feed” provincial groups (ex.: research done by the CMHC that could contribute to courses or others). In a nutshell, to develop a regional and coordinated approach;
- With the year 2028 target, the course could be delivered by a First Nations organization with certification authority. It is unrealistic and hardly surprising to offer different courses in each community. Need to harmonize;
- Open to courses outside the province;
- Open to courses non-exclusive to First Nations;
- To try to learn our needs (staffing plan);
- To deprivatize contracts (since costs are reduced when doing it ourselves).

Tanu explained the last part of the workshops (participant’s workbook, exercise 7.0, page 30). Participants must reflect upon the possibility of managing a rental housing stock located outside the community (what’s necessary to achieve this, etc.). Which type of off-reserve housing would you like? Would you like housing for your students or housing for your members who travel to the city for medical care?

Off-reserve rental housing stock management

Group reports:

- To determine what are services for off-reserve members; as housing managers, are we in a position to manage off-reserve housing? Do we need an organization outside the community to help us doing it? We need to reflect upon this;

- Refresher course on provincial laws and regulations (tenants rights, *Régie du logement*) on what is offered off-reserve;
- Need for economic development training, by giving priority to First Nations, then to non-members, in order to generate additional income;
- To offer local programs encouraging members to rent on the outskirts of the community and obtain support to this end (help in expanding the reserve);
- To build off-reserve housing by setting up non-profit organizations (to take advantage of provincial grants), ex.: Access to housing for off-reserve First Nations, in collaboration with the *Société d'habitation du Québec* (SHQ), somewhat like the Waskahegen Corporation);
- Community proximity; links with local management;
- Part-time managers with off-reserve rental housing stock;
- Loss of benefits for off-reserve First Nations; is it really an incentive?

Mr. Leclerc noted that off-reserve housing may not be an incentive for First Nations members, considering that they “are somewhat losing their privileges”.

Jean-Pierre Petiquay: What is Waskahegen Corporation?

Guy Latouche replied that *Waskahegen - Habitat Métis du Nord* is an organization that has been managing approximately 2,000 housing units for Natives everywhere in Quebec, for over 46 years. They are spread out in 117 municipalities. What bothers us is the fact that this housing is supposedly intended for First Nations and, as mentioned yesterday, this is not necessarily happening. It is for this reason that a dialogue must take place with the SHQ. There is more will now to control off-reserve housing for First Nations members. We haven't seen chiefs or elected officials sitting on their board. However, they seem to do good work on certain aspects; often, their buildings are in good shape. They seem to have much money. They have an agreement CMHC – SHQ – *Habitat Métis du Nord*, where rent is established at 25% of the income.

Patrick Robertson gave the microphone to Tanu Lusignan for the closing word.

Tanu thanked participants on behalf of the entire team for their input in developing the strategy (*participants applauded*). Afterwards, he announced the next meeting which should be held in February, in order to continue discussion on different issues. To this end, it will be possible to invite a CCQ official.

In closing, he invited participants to the cocktail-dinner in the Vigneault room, to celebrate the cohort's graduation.

Patrick concluded with a draw and asked participants to leave their workbooks in order to collect them.

Luc Lainé thanked the School Board in First Nations Adult Education. He asked participants to show up at 9:00 a.m. tomorrow morning, when the third component dealing with Governance will be addressed.

Meeting ended at 4:00 p.m.

Thursday, November 29, 2018

MEETING BEGAN AT 9:05 A.M.

Luc Lainé introduced the program for the morning. The topic for this morning is the 3rd strategy component, which is Governance and Delivery of Services.

He took the opportunity to congratulate students of the Housing Agent course and mentioned that the graduation evening, last night, was a great success. He also congratulated the School Council for their initiative.

He mentioned that the work accomplished during yesterday's workshop was very useful and that participants worked very hard. This morning, there will be three presentations, and without further delay, he introduced Roxanne Gravelle, Housing Manager, Headquarters, ISC.

(PowerPoint presentation of Ms. Gravel).

Ms. Gravel concluded her presentation and asked participants two fundamental questions:

- 1) Do you believe in a complete transfer of care, control and management of housing and related infrastructure to First Nations for First Nations?

AND

- 2) According to your experiences, what could governance look like for the Quebec region?

Luc Lainé asked if participants have questions.

Guy Latouche: What kind of a deadline are we looking at in regard to the transfer of governance to First Nations?

Ms. Gravelle: Between 4 to 10 years, according to the government models. However, we can keep pace with First Nations.

Ms. Basile: I think that work should be done internally. How can we adapt better to meet our needs? In respect to innovation, models were already discussed, but we must work harder towards decreasing the ecological impact. We have always thought about future generations as part of our principles. As such, we should gather our innovative ideas based on the next generation.

Luc Lainé asked if there were other questions.

Benoit Sioui: I've been following First Nations debates for at least 30 years, and I've heard discussions about housing. Can we put in place a small commission with a few employees to work on this issue, just as if it was a major issue, without developing a heavy bureaucracy?

(Unidentified speaker): Regarding this morning's questions, when we're talking transfer of responsibility, we are well aware that housing is a priority. We discuss transfer of responsibility, but land jurisdiction is impacted. When rebuilding our Nations, we need lands and space to flourish. We should not "be on a treadmill". Consequently, we should define the extent of financial responsibility. We were also talking about having land control and "global" development. Hunting grounds were not considered in housing issues.

Luc Lainé: What you are saying is very interesting. Do you have a suggestion with respect to governance? Who should be leading this file?

Doris Papatie asked if these structures will meet community needs since several models were experimented upon. Will First Nations have "vis-à-vis" to be accountable to? According to her, it would be preferable not to "hold on" to accountability requirements as First Nations are actually facing. There are ways to agree on the way we do things.

Chief Lance Haymond: I hope not to be devoting a lot of time in determining what will be the most relevant governance structure because we still have a lot of work to do. Going back to discussions held in Trois-Rivières, a heavy housing structure is not necessary. What is necessary is capacity building supported by strong tribal councils. As well, we need a vehicle that will ensure maximum reallocation of funds to communities and prioritize. Finally, we must build in some flexibility with funding. The FNQLHSSC can possibly take on housing, which is a main determinant of health. We need long-term engagement from the government as far as funding and sustainable development are concerned. We should proceed with an analysis in order to see what it means to control, all the while discussing staff and capacities. A minimalist governance structure in order to meet the needs of Quebec's 10 Nations. Asking people what they wish for is a good step forward. We have the necessary tools in Quebec, including strong tribal councils, good partners and commissions. Everything is in place. We have yet to figure out what works best for us. The housing file must be managed, for the most part, at the local level. All our efforts should be directed towards that goal.

Roxanne Gravelle: I don't believe the government is attempting to transfer something. In the present case, all is still to be developed. Governance must be interpreted in its wider sense.

Luc Lainé noted four potential speakers. He asked them to be brief, since there are three more presentations to go.

Chief Jerome: I would vote for a commission, since we already have one established and we have a good regional picture of the prevailing situation. Along with that, we would have a good picture of what the needs of the communities are. The best structure is a commission; that would give us a clearer picture.

Ms. Basile: She referred to two cases. The first one dealing with the repatriation of a warehouse from La Romaine to Mingan. Engineers from Sept-Iles omitted to take photos and measurements of the mezzanine. In a nutshell, this community mentioned not having any engineer as a resource person, which complicated services.

The other case dealt with drug problems, which the community is confronted with when houses are allocated. She concluded by emphasizing that governance reaches tenants, health, etc., and that it would be good to have a commission which would take into account our current issues.

Charles-Édouard Verreault (Mashteuaitsh): We try to feed the CMHC as much as possible in order to have greater autonomy, but we should take over more, with efficient groupings for all; if there is more of us, this will create a momentum, a strength. We focus much on our own governance.

Ms. Bruneau: I don't agree with the others. I have too much work to do without adding on the administration of a housing funds. My chief is part of several committees just like me, and we do not want more work. We are not ready to take on more.

Luc Lainé asked Ms. Gravelle to close the session. She thanked the audience. Afterwards, Luc introduced Suzie Nepton and Marjolaine Sioui from the FNQLHSSC in order to see existing models that are well suited.

TOWARDS GREATER AUTONOMY IN HEALTH AND SOCIAL SERVICES. MARJOLAINE SIOUI AND SUZIE NEPTON, FIRST NATIONS OF QUEBEC AND LABRADOR HEALTH AND SOCIAL SERVICES COMMISSION (FNQLHSSC)

(PowerPoint presentation by Marjolaine Sioui and Suzie Nepton).

After this presentation, Luc Lainé thanked all presenters and suggested not to have any questions for now. He afterwards invited the next presenter, Martin Desgagné, as well as his colleague Eric Gilpin (Wemindji), from the Cree Nation Government, to proceed with the next presentation.

TRIBAL GOVERNANCE MODEL. MARTIN DESGAGNÉ, CREE NATION GOVERNMENT (CNG)

(PowerPoint presentation by Mr. Desgagné).

At the end of this presentation, Luc Lainé thanked him and mentioned that he will not entertain questions. Rather, he introduced the next speaker, following which a short break will follow. A workshop will conclude the meeting.

Mr. Latouche stated a few comments on the definition of governance. He talked about a 19-page report on this definition. According to the Larousse dictionary, the following definition is given: “Action to govern, how to manage, to administer” [translation]. He added that the two questions previously asked by Ms. Gravelle will be the topic of a last workshop, to gather comments from the participants regarding this issue.

11:15 a.m.: Break

11:30 a.m.: Meeting resumed

An official from the Aboriginal Savings Corporation of Canada proceeded with a draw, and the winners are: Glenn Mathias, Romeo Menicappo. Third winner: Stella Moar. Fourth winner: Peggy Petiquay. Fifth winner: Luc Lainé.

Participants are asked to reflect on the definition of governance, as provided by the FNQLHSSC before the break:

“The traditions (norms, values, culture, language) and institutions (formal structures, organizations, practices) that a community or nation uses to make decisions and accomplish its goals. At the heart of the concept of government is the creation of effective, accountable and legitimate systems and processes where citizens can articulate their interests, exercise their rights and responsibilities and reconcile their differences.”

Participants are asked to break in three groups for the last workshop.

English speaking workshop (notetaker: Linda Sioui).

Component: **Governance and Delivery of Services**

Definition (ex.) "Attempting to define a concept as broad and multifaceted as governance presents a challenge."

Isabelle Lacroix and Pier-Olivier St-Arnaud, professor and master's student in applied political studies at the School of Applied Politics of the University of Sherbrooke, authors of « La gouvernance, tenter une définition » [Governance: Attempting a definition] (19 pages).

"Action to govern. How to manage, to administer [translation]."

Larousse dictionary

"Refers to all measures, rules, decision-making, information and monitoring bodies that ensure the proper functioning and control of a state, institution or organization that it is public or private, regional, national or international [translation]."

www.toupie.org/Dictionnaire/Gouvernance.htm

RAPPEL **(DRAFT REGIONAL STRATEGY ON HOUSING AND INFRASTRUCTURE)**

Orientation: **"More Autonomy for First Nations with Innovation"**

Description: The future will prove brighter when First Nations take control of housing and infrastructure governance and implementation. They want greater autonomy in the interaction and decision-making process to solve challenges in terms of this sector and need to focus on certain steps in order to take full and complete control. Also at this level, the capacity building initiatives are called upon to play a fundamental role. Greater autonomy depends on high capacity and skill sets.

QUESTIONS

The following questions are intended to gather your comments on the "Governance and Service Delivery" component of the Draft Regional Strategy on Housing and Infrastructure.

Question 1: Do you believe in a complete transfer of care, control and management of housing and infrastructure to First Nations for First Nations?

Yes, because we have our own system, keeping in mind the size of the Nation.

Question 2: How do you see the transfer of responsibility for housing and infrastructure from the Federal Government to the First Nations?

- *In the form of a Commission. Representation by Nation (10 different Nations), fair share (equity on the way funds are distributed). Regional Housing Office with representation from all 10 First Nations, and the funding distributed according to a fair funding formula. The Government formula is too complicated. A regional body would allow for a fair and equitable process. Own governing body would ask Gov't to disclose their funding formula & then, we could re-work it to better suit the needs of First Nations.*
- *Equity should be implemented and have a fair formula across the region (per Nation and per representation).*

As for an overall structure, elements to take into consideration include:

- *Language differences (which are seen as a barrier for a future regional structure);*
- *Right now, the communities do not have training for managers. They learn on the job, and lot of the help is coming from CMHC. It would be best if the help came from within the communities, and build a relationship within the community.*
- *The purpose of taking control did not come up at the Trois-Rivières engagement session (May 2017).*
- *We are making some progress but our goals cannot be reached overnight.*

Luc Lainé and Guy Latouche thanked participants and concluded the meeting.

Meeting ended at 12 noon

APPENDIX 1

AFNQL Regional Strategy on Housing and Infrastructure

Engagement session

November 27-28-29, 2018

Le Bonne Entente Hotel

Sainte-Foy, Quebec City

	Name		Community	Title
1.	Awashish , Karine	Fr.	CDEPNQL	
2.	Ba , Oumar	Fr.	ISAC (DGSPNI)	
3.	Babin , René	Fr.	CMHC	
4.	Basile , Adéline	Fr.	Ekuanitshit	Housing and Infrastructure Director
5.	Bégin , Claudia		Student	
6.	Bellefleur , Josiane	Fr.	Pakua Shipu	Delegate
7.	Bernard , Denys	Fr.	Grand conseil Waban Aki	
8.	Bertrand-Gauvin , Emmanuel		EDC	
9.	Blackburn , Brian		Youth Network	
10.	Blancquaert , Maïté	Fr.	FNQLSDI	Consultation Project Officer
11.	Bouchard , Serge	Fr.	Mamuitun	Housing Traveling Trainer
12.	Boudreau , Stéphane	Fr.	Conseil nation atikamekw	
13.	Bruneau , Martine	Fr.	Abitibiwinini	Director – Public Works and Housing
14.	Buckell , Judith	Fr.	Mashteuiatsh	Housing Agent
15.	Canatonquin , John	Eng.	Kanesatake	Delegate
16.	Cantin , Marie-Claude	Fr.	CMHC	
17.	Chevrier , Darlene	Eng.	Timiskaming	Director of Housing
18.	Crépeau , Renée	Fr.	Pessamit	Housing Agent
19.	Dansereau , André		ISC	
20.	Desgagné , Martin	Fr.	Cree Nation Government	Interim Director – Capital and major maintenance

21.	Diamond, Mario	Fr.	Grand conseil Waban Aki	
22.	Diamond, Maxime	Fr.	Grand conseil Waban Aki	
23.	Duchesne, Mario	Fr.	Opitciwan	Coordonnateur à l'entretien
24.	Dumont, Luc	Fr.	ISC Quebec Region	
25.	Ferland, Andréanne	Fr.	FNQLSDI	Project Officer
26.	Flamand, Audrey	Fr.	Manawan	Civil Engineering Technician – Community Planning
27.	Flamand, Brad	Fr.	Manawan	Housing Agent
28.	Flamand, Jean-Marc	Fr.	Manawan	Housing Coordinator
29.	Flamand, Sipi	Fr.	Manawan	Delegate
30.	Gabriel, Diane	Fr.	School Council	
31.	Gabriel, Edward	Eng.	Kanesatake	Housing Coordinator
32.	Gabriel, Lilianne	Eng.	Kanesatake	Housing Administrative Clerk
33.	Germain, Lucie	Fr.	Mashteuiatsh	Director – Infrastructure and Public Services
34.	Gilpin, Éric	Eng.	Cree Nation Government	Capital Works and Services
35.	Grassie, Rowan	Eng.	ISC	
36.	Gravelle, Roxanne (29 nov. Seul.)	Fr.	ISC	
37.	Grégoire, Antoine	Fr.	Uashat mak Mani-Uténam	Delegate
38.	Happyjack, Conrad	Eng.	Waswanipi	Delegate
39.	Haymond, Lance	Eng.	Kebaowek	Chief
40.	Helou, Rola	Fr.	School Council	Presentator
41.	Isaac Gordon	Eng.	Listuguj	Delegate
42.	Isaac, Joshua	Eng.	Listuguj	PW Supervisor
43.	Jérôme, Adrienne	Fr.	Lac Simon	Chief
44.	Jerome, Wanda	Eng.	Gesgapegiag	Housing Intern
45.	Kaazan, Stacey	Eng.	ISC	
46.	Kirk, Geneviève	Fr.	ISC	
47.	Kistabish, David	Fr.	Abitibiwinini	Chief
48.	Klyne, Vince	Eng.	CMHC	
49.	Labrador, Bruce	Fr.	ISC	
50.	Larouche, Gilles	Fr.	Matimekush	Delegate
51.	Laveau, Steve	Fr.	FNQLEDC	Economic Development Advisor
52.	Leclerc, Gilles	Fr.	Nutashkuan	

53.	Légaré, Martin	Fr.	ABSCAN	
54.	Lusignan, Tanu	Fr.	School Council	Presentator
55.	Mameanskum, Willie	E	Kawawachikamach	Delegate
56.	Mark, Bernard	Fr.	Unamen Shipu	Assistant Director
57.	Martin, Shawn	Eng.	Gesgapegiag	
58.	Mathias, Glen	Eng.	Long Point	Housing Manager
59.	McKenzie, Tanya	Eng.	Kebaowek	Housing Administrator
60.	Mennicapo, Roméo	Fr.	Nutashkuan	Housing Agent
61.	Mitchell, Jody	Eng.	Listuguj	Director of C&I
62.	Montour, Davis	Eng.	Kahnawake	Interim General Manager Housing
63.	Mullen, Sylvestre	Fr.	Unamen Shipu	Housing
64.	Murray, Alain	Fr.	Mamit Innuat	
65.	Nabinacaboo, Noah	Eng.	Kawawachikamach	Project Coordinator
66.	Napish, Josiane	Fr.	Ekuanitshit	Delegate
67.	Neeposh, Edna	Eng.	Nemaska	Housing Administrator
68.	Papatie, Doris	Fr.	Kitcisakik	Executive Director
69.	Papatie, Suzanne	Fr.	Kitcisakik	Mikwam Fund Secretary
70.	Paradis, Josée-Anne		ISC	
71.	Penosway, Régis	Fr.	Kitcisakik	Chief
72.	Petiquay, Danielle	Fr.	Conseil nation atikamekw	Architect Technician
73.	Petiquay, Jean-Pierre	Fr.	Wemotaci	Delegate
74.	Petiquay, Peggy	Fr.	Wemotaci	Housing
75.	Petiquay, Stéphanie	Fr.	Wemotaci	Infrastructure
76.	Picard, François	Fr.	Mamuitun	
77.	Pien, Vanessa	Eng.	Kawawachikamach	Capital & Special Projects Coordinators
78.	Rioux, Patricia	Fr.	ISC	
79.	Riverin, Jean-Noël	Fr.	Pessamit	Delegate
80.	Robertson, Mickel	Fr.	FNQLEDC	Executive Director
81.	Robertson, Patrick	Fr.	School Council	
82.	Ross, Michael	Fr.	FNQLSDI	Executive Director
83.	Samuel, Jean-François	Fr.	CMHC	
84.	Sauvageau, François	Fr.	CMHC	

85.	Sioui , Benoit	Fr.	Pakua Shipu	Finance Director
86.	Sioui , Marjolaine	Fr.	FNQLHSSC	Presentator
87.	St-Onge , Robin	Fr.	Mamuitun	Executive Director
88.	Thibodeau-Rankin , Jinny		CDE	
89.	Tremblay , Marie-Christine		CDE	
90.	Verreault , Charles-Édouard	Fr.	Mashteuiatsh	Delegate
91.	Vollant , Jean-Roch		Mamuitun	
92.	Wapachee , Deborah	Eng.	Nemaska	Housing Committee
93.	Wapachee , Stella	Eng.	Nemaska	Delegate
94.	Wielinga , Ina	Eng.	CMHC	

4 TABLES

	Martin Légaré and Guillaume Gingras	ABSCAN	
	Vince Kline	CMHC	
	Earl Commanda	FNMHF	
	Patrice Vachon and Jeff Spencer	ESKAN	

Elected representatives and employees:

Regional Chief Ghislain Picard, AFQNL

Claude Picard, AFNQL

Marie-Josée Belleau, AFNQL

Guy Latouche, Resource person and member of the tripartite committee on Housing

Luc Lainé, Facilitator

Linda Sioui, Consultant (notetaking)